

Reaching Street Children in an Urban Environment

A Review of the RESCUE II Program in Indonesia for the Displaced Children and Orphans Fund

Rob Horvath and Cathy Savino

January 6-17, 1997

The evaluation report was conducted under the auspices of the United States Agency for International Development. The evaluation was conducted by the Displaced Children and Orphans Fund and War Victims Fund Project (Project No. 936-6004.59) of TvT Associates, Contract No. HRN-6004-C-5004. The opinions expressed herein are those of the authors and do not necessarily reflect the views of TvT.

TABLE OF CONTENTS

Executive Summary	I
Introduction	1
The RESCUE II Project	3
Purpose	3
Management	7
Program Implementation	8
Institutional Development	13
Networking/Advocacy	15
Policy	16
Scaling Up/Scaling Down	17
APPENDIX 1: Scope of Work	19
APPENDIX 2: Itinerary	20
APPENDIX 3: Documents Reviewed	21

EXECUTIVE SUMMARY

In response to the problem of growing numbers of street children in urban Jakarta, Indonesia, in August 1992 USAID committed \$180,000 from the Displaced Children and Orphans Fund (DCOF) to Participating Agencies Cooperating Together (PACT), whose home office is located in Washington, D.C. The project, called RESCUE (Reaching Street Children in an Urban Environment), was designed to improve the welfare of street children in Jakarta through education, health, economic skills, training, and public awareness of children's rights. The initial time frame was from September 30, 1992, to September 30, 1994. The project was later extended to June 15, 1995, with an additional \$100,000. After a positive evaluation, a scale-up of the project was authorized in June 1995 for \$550,000. This latest project, known as RESCUE II, has an implementation period of July 15, 1994, to June 15, 1997. RESCUE II expanded its operation to work with nine non-governmental organizations (NGOs), from Yogyakarta, Bandung, and Surabaya as well as Jakarta.

RESCUE's approach was based on three convictions: Street children as a group have an identity, they are entitled to participate in solving their own problems, and their problems need to be addressed from a developmental perspective. The project has scored many successes. Approximately 1,500 street children have been assisted by the project, and the issue of street children has been raised to and recognized by a higher level. Efforts have been made to distinguish and describe street children so that they can be understood and cared for appropriately. The project's main activities are viewed positively by all parties involved -- by USAID/Indonesia, by PACT, by the NGO staff, and by street children with whom the team spoke.

This evaluation was a quantitative analysis of RESCUE II. The analysis was based on in-depth interviews with various and numerous project staff and beneficiaries as well as a review of the available project documents. The evaluation team makes the following findings, lessons learned, and recommendations.

Findings and Conclusions

A. USAID Management

- Many programmatic and organizational changes have occurred within USAID since the project's inception. With re-engineering, the project moved around within USAID several times. It is to USAID's credit the agency was able to support this project despite the absence of a clear link to one of USAID/Jakarta's strategic objectives.

B. PACT Management

- The dissolution of the agreement between PACT and its local partner, YKAI, left PACT with all technical and organizational responsibilities. Because this increased management burden was not matched by an increase in staff, objectives and had to be prioritized and a different style leadership had to be adopted.
- Although this new leadership was suitable for many NGOs, a mentoring approach may have been more appropriate for groups in the initial stages of organizational development, especially those outside Jakarta.

C. NGO Management

- Most NGOs practice a top-down management style. Nonetheless, program implementation was democratic and seemed to take into account both the children's and the street educator's suggestions.

Project Implementation

- RESCUE was in a good position to scale up since its staff knew the extent of the need, the area, and the players. Rather than extend tested methods, however, the scale-up expanded the test project approach. This flexibility led to both successes and failures. The next stage will be to share the lessons learned among NGOs.
- Given that most of the material presented to NGOs was new, one training session was often not sufficient to ensure understanding of the material. For example, staff of many NGOs did not remember participating in one-day training sessions, whereas they recalled the two- and three-day sessions. They also considered most useful the trainings that presented information, allowed them to try to incorporate the information at their sites, and then followed up on individual results.

- Technically, the modules developed for street literacy were an innovative way to respond to identified needs. Because this material was new, however, organizations had varying degrees of success incorporating it at the local level.
- Local programs that encompass community participation, have a larger vision, and have outside support appear to be more sustainable.
- It is difficult to evaluate the success of microenterprise activities. It therefore is not clear whether current efforts are providing viable options for street children. PACT and its local partners are addressing this immediate need to the extent possible.
- The development of a separate institution for street kids (street kids university) has raised some concerns, as described, further in the body of this report. If PACT continues to support this activity, close monitoring and support will be necessary.

Institutional Development

- All the NGOs chosen by RESCUE were already implementing programs; most were also involved with street children. Primarily because of the dedication and commitment of their individual leaders, most will continue their efforts when RESCUE's involvement ends.
- Most NGOs are headed by their charismatic founders. For this and other reasons, the NGOs are in the early stage of development. It is not clear which, if any, will make the transition to a broader organization.

Networking and Advocacy

- Given the diversity and varied skills of the NGOs, it is to RESCUE's credit that a network was created. The network increased opportunities to share ideas and to advocate at a local and regional level.
- No PACT/RESCUE identity seems to exist. Instead, most NGOs relate to the children with whom they work. Networking seems to be more a function of geographic location and philosophies about street children.

Policy and Awareness

- NGOs said that RESCUE's presence allowed them to pursue activities that they otherwise would not have undertaken. They also noted that RESCUE was able to promote a more coordinated approach to the complex problems of street children and adolescents by diverse organizations.
- RESCUE has helped local groups make their communities aware of street children. On a policy level as well, there is a sense that RESCUE has contributed to the critical momentum that has been building. UNICEF staff, for example, spoke very positively about RESCUE's work, though they were familiar only with the program in Bandung.

Lessons Learned

- In-country partnerships are invaluable and should be inherent in all programs; to the extent possible. The dissolution of the relationship between PACT and YKAI poses problems for the sustainability of the effort. Local organizations and partners typically have the commitment and perseverance to carry on a program once an international organization has departed.
- The street educator approach appears to be most appropriate in light of the current environment for NGOs in general and for street children in particular. An approach that reaches out to the children in their environment and on their turf appears to have the greatest chance for success. While street educators with "street sense" are able to quickly develop a trusting relationship's with the children, academia-type educators are equally successful in forging positive relationships and serving as "mentors" for the children.
- A successful program/project is characterized by vision, collaboration, and cooperation. Success is closely related to an organization's ability to formulate and articulate a vision -- to look into the future, plan, and organize. Successful organizations also came quickly to the realization that they couldn't do it all. They identified ways to access local resources. To the extent that they were successful in this effort, they were able to lower their overall management and program development burden while increasing the number of opportunities and choices for the children.

Recommendations

- The team strongly recommends that a no-cost extension be granted for an additional six months. The basis for this recommendation is twofold. First, both the NGOs and PACT have dispersed funds at a slower-than-expected rate due to delays in implementation. Second, program activities are progressing more slowly than had been anticipated.
- PACT is strongly encouraged to develop a realistic and achievable close-out plan. No new activities should take place in the final six months. The focus should instead remain on bringing the project to a close, documenting strengths and weaknesses, and working closely with all RESCUE NGOs to ensure a smooth, orderly, and painless transition.

INTRODUCTION

Background

With nearly 200 million people, Indonesia is the world's largest Muslim nation and the fourth-largest country. The country has achieved remarkable success in economic development over the past decade. Average annual economic growth per capita grew from \$70 in 1969 to \$835 in 1994. The Indonesian economy has been transformed from subsistence agriculture to a diverse industrial base. Urbanization has increased from 15 percent of the population in 1961 to the current 34 percent. Yet 13 percent of the urban population live below the poverty line.

Indonesia faces other challenges as well. Although education and health reforms are pushing up social welfare statistics, a whole class of children -- those living and working on the street -- has not benefitted from these developments. Moreover, this population is expected to increase. S. Johnson of Melbourne University has estimated that between 8,000 and 10,000 children live and work on Jakarta's streets. A recent State Department cable (January 8, 1997) put the figure between 20,000 and 30,000. In the secondary cities, some estimate that there are 2,000 to 3,000 children; others say 8,000 to 15,000. Whatever their numbers, there is no debating that these children are poorly educated, lack marketable skills, and require access to essential health and human services. On the plus side, these children are remarkably resourceful and resilient, and they are often the breadwinners in their families. For this reason, investing in their future is critical to Indonesian society as a whole and the country's stability as well.

The Government of Indonesia (GOI) has made some promising steps toward improving the condition of these children. UNICEF reports that the government has requested its assistance in several areas, especially in the development of a child protection unit. In addition, the GOI has consented to pilot project census collection that would include data on street children. Yet the lack of a strong environment of support for NGOs along with election-year politics makes it impossible to predict the direction that child-centered policies will take.

Visit by the DCOF Team /Evaluation Team

The evaluation was funded by the Displaced Children and Orphans Fund (DCOF) . The evaluation team consisted of two DCOF evaluators. Rob Horvath, M.A., has ten years of diverse international project management experience in the public and private sector. He serves as the DCOF/WVF field representative in Bangkok, Thailand. Catherine Savino, M.P.H., director of the DCOF contract in Virginia, has evaluated programs for street children in Brazil and El Salvador and currently monitors and evaluates DCOF programs.

Scope

The scope of work called for an evaluation to assess the progress, impact, and lessons learned from RESCUE II as well as the effects of scale-up and mid-course corrections. The team was also asked to comment on gender concerns, measurability standards, and close-out plans. (See appendix 1 for the complete scope of work.) The team visited Indonesia from January 6 to 17, 1997, to review RESCUE II in collaboration with PACT and its partner NGOs. The team also attempted to glean DCOF macro-level lessons learned that could be applied to displaced children activities in other countries.

Methodology

The methodology for evaluation included reviewing documents, holding interviews with individuals and groups, and conducting site visits. The team met with eight organizations in Jakarta, Bandung, Yogyakarta, and Surabaya and interviewed 64 people. (See appendix 2 for the itinerary.)

THE RESCUE II PROJECT

Purpose

In response to the problem of growing numbers of street children, in August 1992 USAID committed \$180,000 from the DCOF to Participating Agencies Cooperating Together (PACT), whose home office is in Washington, D.C. The project, called RESCUE (Reaching Street Children in an Urban Environment), was designed to improve the welfare of street children in Jakarta through education, health, economic skills, training, and public awareness of children's rights. The initial time frame was from September 30, 1992, to September 30, 1994. The project was later extended to June 15, 1995, with an additional \$100,000. After a positive evaluation, a scale-up of the project was authorized in June 1995 for \$550,000. This latest project, known as RESCUE II, has an implementation period of July 15, 1994, to June 15, 1997. RESCUE II expanded its operation to work with nine NGOs from Yogyakarta, Bandung, and Surabaya as well as Jakarta.

RESCUE's approach was based on three convictions: Street children as a group have an identity, they are entitled to participate in solving their own problems, and their problems need to be addressed from a developmental perspective. The project's objectives, outputs, and activities are listed in tables 1 and 2. RESCUE appears to be essentially on track for achieving the numerical targets for its key objectives. Approximately 1,500 street children have been assisted by the project. The issue of street children has been raised and recognized on a higher level, making policy change possible. Efforts have been made to distinguish and describe street children so that they can be better understood and treated appropriately. The project's main activities are seen positively by USAID/Indonesia, PACT, the NGO staff, and the street children with whom the team spoke.

RESCUE II Program, Indonesia

Table 1. Objectives and Outputs

Strategic Objectives	Outputs
I. Develop and extend to others, creative models of reaching, assisting, and rehabilitating street children.	<ul style="list-style-type: none"> • Assist 1,500 street children through 5-10 projects. • Expand methods for applying street-based literacy activities within integrated street children's programs. • Develop a model for alternative street businesses for children. • Expand RESCUE program models outside Jakarta during RESCUE II.
II. Strengthen the institutional capacity of organizations carrying out programs to assist street children.	<ul style="list-style-type: none"> • Provide technical assistance and training to 5-10 organizations in project planning, organizational management, financial management, and long-term sustainability programs. • Assist 5-10 organizations in developing approaches that allow for greater organizational sustainability. • Explore the feasibility of formalizing the current network of street educators assistants and volunteers into a networking and advocacy body. Support ongoing networking activities by street educators. • Assist street educators to upgrade their skills and commitment to the work/assignment.
III. Support and strengthen a network of NGOs that work with street children in sharing effective models, training others in program methodologies, and sensitizing those who come in daily contact with street children.	<ul style="list-style-type: none"> • Create an informal NGO network.
IV. Strengthen NGO and government efforts to work collaboratively in the provision of comprehensive services to street children.	<ul style="list-style-type: none"> • Establish systematic referral mechanisms and vehicles/methods for sharing information.
V. Increase policy makers' awareness of the situation of street children.	<ul style="list-style-type: none"> • Gain official recognition and acknowledgment of the street children's existence, including special assistance.
VI. Increase of public awareness of street children as victims of exploitation and poverty.	<ul style="list-style-type: none"> • Develop a RESCUE II media/communication plan. • Produce journals, studies, literature, public broadcasting, newspaper articles, etc.

RESCUE II Program, Indonesia

Table Two

Outputs	Activities (correspond w/output #)
<p>ref SO I</p> <ol style="list-style-type: none"> 1. Assist 1,500 street children through 5-10 projects 2. Expand methods for applying street-based literacy activities within integrated street children's programs 3. Development of a model for alternative street businesses for children 4. Expansion of RESCUE program models outside Jakarta during RESCUE II 	<ol style="list-style-type: none"> 1a.outreach program in 5-10 project locations b. maximum of 5 shelters c. referral system d. develop 1 or more training centers 2.a. street literacy modules applied b. tested by experts c. handbook used 3a. develop business activities b. NGOs will develop method to increase access to mainstream jobs 4a. identify partners outside Jakarta b. select partners and negotiate contracts c. monitor and provide technical assistance
<p>ref SO II</p> <ol style="list-style-type: none"> 1. Technical assistance & training provided to between 5-10 organizations, in project planning, organizational management, financial management & long term sustainability programs 2. Five to ten organizations develop approaches that allow for greater organizational sustainability 3. Explore the feasibility of formalizing the current network of street educators assistants and volunteers into a networking and advocacy body. Support the ongoing existing street educators networking activities 4. Street educators upgrade their skills and commitment to the work/assignment 	<ol style="list-style-type: none"> 1a organizational management assistance provided b.training conducted 2.a.technical assistance in fundraising b. NGO's will develop fundraising plans c. issues of program sustainability will be addressed. 3a. informal discussions b. follow-on activities 4a. informal quarterly briefs re: policy b. public awareness campaign c. networking between NGO's street educators to share materials
<p>ref SO III</p> <p>An informal NGO network</p>	<ol style="list-style-type: none"> 1a. regular meetings with NGO representatives and seminars
<p>ref SO IV</p> <p>Systematic referral mechanisms and info sharing</p>	<ol style="list-style-type: none"> 1a.identify support organizations at each site b. form work groups and provide advice and support to NGOs c. secure health services and other support from these organizations
<p>ref SO V</p> <p>Official recognition and acknowledgment of the street children's existence and be given special assistance</p>	<ol style="list-style-type: none"> 1a.One nat'l level semina re: rights of the child b. up to two studies on issues c. NGO participation in policy dialogues d. develop policy alternatives for re-integration of children in social and economic systems e. analyze opportunities in mainstream

RESCUE II Program, Indonesia

ref SO VI 1. Development of RESCUE II Media/communication plan 2. Production of journals, studies, literature, public broadcasting, newspaper articles, etc.	2a. Reproduce street childrens stories b. Public relations through seminars and presentations c. Resource center d. awareness fair using radio and TV
--	--

MANAGEMENT

USAID management. Many programmatic and organizational changes have occurred in USAID since the project's inception. With re-engineering, the project moved around within USAID several times. It is to USAID's credit that it was able to support this project despite the lack of a clear link to one of the mission's strategic objectives. Nonetheless, the project could potentially fit in any of several of the mission's strategic objectives; democracy and governance are the most obvious fit.

PACT management. The original RESCUE grant called for a partnering of PACT and a local NGO, each having assigned responsibilities. The local NGO, YKAI, chose not to participate in RESCUE II, and no other NGO was able to take on this role. The dissolution of the agreement between PACT and YKAI left PACT with all the technical and organizational responsibilities. Because the increased management burden was not matched by an increase in staff objectives had to be prioritized and a different leadership style had to be adopted. This style was suitable for many of the NGOs, but a mentoring approach may have been more appropriate for those outside Jakarta. NGOs without previous USAID experience often do not understand or appreciate the requirements and regulations that are attached to these agreements. Additionally, training is more difficult when there is a large geographic area to cover. One of the team's recommendations addresses follow-up after training which also was more difficult for PACT because the NGOs were some distance away.

NGO management. Although a mentoring approach may have been appropriate for their organizational growth, most individual NGOs practice a top-down management style. Most NGOs were at an early stage of institutional development, and the strong leadership provided by their directors was both necessary and appropriate. Programmatically, implementation was more participatory and seemed to take into account both the children's and the street educators' suggestions. If these NGOs are to grow, this flexibility will serve as a good practice for further development.

PROGRAM IMPLEMENTATION

Objective I: Develop and extend to others, creative models of reaching, assisting, and rehabilitating street children.

PACT/RESCUE. As a result of management changes noted above, responsibility for providing all technical direction and assistance fell to PACT. Coupled with providing organizational and management support, the task was daunting. Nonetheless, it was tackled with enthusiasm. The major facets of program implementation at the macro level include scaling-up, providing training and technical assistance, and facilitating the extension of program approaches to the organizations, especially those outside Jakarta.

Scaling-up is addressed in detail below. Briefly, however, the intended goals of scaling-up were to reach a far number of at-risk children (from 750 under RESCUE I to 1,500 under RESCUE II), pairing literacy skill training with job training, and developing a working partnership with the GOI. The team found that the scale-up activities increased the number of NGOs receiving RESCUE support, hence the number of children receiving services as well as a developed literacy skill training curriculum. Although there was no direct evidence of a RESCUE-facilitated partnership with the GOI, individual NGOs had formed collaborative and cooperative relationships. Moreover, while the scale-up increased the number of organizations, it did not necessarily extend working models to those groups. Instead, as under RESCUE I, RESCUE II continued to encourage a test-project approach and model.

Under RESCUE II, PACT devised a curriculum to address diverse training and technical assistance needs. This was done for the most part through day-long seminars that brought together all organizations. This approach facilitated discussion of problems and their solutions. However, because of the relative "newness" of most organizations, single-day seminars were not sufficient to adequately transfer knowledge or hone skills. Seminars and workshops lasting several days or that had a follow-up component after "hands-on" testing at the site were acknowledged to be more successful because of the relative "newness" of most organizations.

RESCUE II expanded on the RESCUE I model and has encouraged a test-project approach. Several innovative initiatives are currently being supported outside Jakarta. As noted in the RESCUE I mid-term evaluation, an important aspect of this approach should be to "expose organizations to a wide variety of programmatic approaches which can be 'tried on' or experimented by the NGOs." While in some instances this has happened informally, RESCUE has not facilitated or catalyzed the sharing of information and models.

RESCUE II Program, Indonesia

NGOs. The team strongly believes that the NGOs are reaching children in need. In many instances these NGOs are the primary service providers for children. In their absence, the most vulnerable and marginalized children would be left to fend for themselves. While under RESCUE I "street children" took on a very generic connotation, the ability of the NGOs to differentiate needs among target groups and to develop appropriate programs and activities has been paramount to the success of RESCUE II. Furthermore, the programs have increased the range of options available to the children through voluntary participation as an alternative to institutionalization.

Table 3 indicates the diversity among street children target groups as well as among the approaches and programs being implemented by RESCUE II NGOs. Through the application of creative and experimental approaches, RESCUE II activities have come to include the establishment of a "street university" to address vocational needs, formal literacy training and regular school main streaming using art and drama to address psychosocial needs and advocacy at the community and government level. All organizations are addressing the expressed needs of their target groups.

Although they are unique in their programmatic focus and target groups, these organizations are homogeneous in their use of the "street educator" model to reach the children. Depending on the target group and the skill being emphasized, the street educators take an approach that ranges from an informal, outreach-friend approach to a more formal, teacher-student technique.

In addition to addressing issues that directly affect the children, street educators in the more successful organization also conduct home visits and reach out to members of the community. To the extent that community members have taken an interest in and become involved in an NGO's work, activities have been devised and implemented to address at-risk children and families and head off more serious problems. However, these successful organizations are in the minority. Nonetheless, all organizations are encouraged to follow their example.

Program Implementation Matrix - Rescue II

RESCUE II Program, Indonesia

<i>Target Group</i>	<i>Rescue II NGO</i>	<i>Approach</i>	<i>Programs</i>	<i>Aim/Goal</i>
<u>Market Children</u> - <12, but under 14 - live w/ parents - work during day - home at night	1. YMDM 2. Bahtera 3. MMK 4. YPPS 5. PKBI	- programs near or in market - street educators meet with kids - outreach	- supplement formal studies - basic literacy and health - educational games - equivalency exams	- improve current living and family conditions - family awareness - widen knowledge base - widen horizons
<u>Community Children</u> - <10 yr - preschool or just entering school - live w/ family - slum community - legal status - single parent - limited public space	1. Dian Mitra 2. YMDM 3. PKBI	- regular, scheduled "formal" classes - community (family and children)	- supplement and prep for formal school - IGA with families - nutrition supplements - community and health education	- formal school readiness - moral, ethical base to protect children from risks in the street environment - raise quality of life in the community
<u>Homeless Boys</u> - 12-15 yr. old - school drop out - typical street jobs - few community ties - little prep for future - "testing period" and willing to try anything - begin high risk behaviours	1. MMK 2. YPPS 3. Humana 4. Bahtera 5. Anak Alam	- open house (shelter) - learning house (shelter and education) - training house (shelter and skills) - outreach (reach them on the streets)	- alternative family (peers) - improve current skills - adding skills - introducing skills - ally on street - decision making skills - positive role models	- not to be estranged - concrete skills towards future employment - dev'l healthy peers and friends - avoiding dev'l of high risk behaviours - identity formation
<u>Garbage Collectors</u> - connected to community - 13-17 yr. old - not in school - poor public image - part of network/biz - village orientation	1. Widuri 2. Anak Alam 3. Bahtera	- shelter and collection site - study post near work location	- education and recreation; art, drama, etc. - public exposure and awareness	- managing own collection site and biz - exposure and widening of horizons - improve health conditions - "speak out" and empower
<u>Street Youth</u> - 15-18 yr. old - mostly boys - some formal ed. - little productivity - on street for years - street wise and tough - well-developed networks (friends, etc.)	1. Humana 2. MMK 3. Bahtera 4. Anak Alam	- Street University - Production house - outreach - self-managed house - youth-to-youth street educators - Drama and arts programs	- handicrafts and skills for IGA - networking between cities - problem solving - advocacy and empowerment - ID cards and formal status	- productive and sustainable IGA - positive role models for younger kids - reformed public image - jobs and promising future (i.e. turn away from crime)

RESCUE II Program, Indonesia

These same organizations have also formed working partnerships and/or cooperative relationships with local government officials and offices. Where such partnerships exist, children have been allowed to reenter the regular school system and attend government-sponsored vocational skills trainings and have been given relative freedom from arrest and hassle to conduct their street income-generating activities. Organizations that have found their local officials unbending in upholding the rule of law have chosen to work outside the system; some have encountered difficulties. The team believes that, to the extent possible, organizations should attempt to work with the system in order to access available resources. By lessening their management, programmatic, and financial burdens, these organizations will be more able to focus on the target groups that are falling through the cracks. In doing so, however, organizations should not give up their autonomous status.

RESCUE has developed and promulgated a fairly extensive street literacy model. The team found that most organizations were utilizing parts of the model to varying degrees. It was apparent that more time and effort on training follow-up was needed to successfully transfer the concept and vitality of the street literacy model, especially for organizations outside Jakarta. The team also encountered several organizations that were modifying the government-mandated Packet A&B to make it applicable for the targeted children while still ensuring that the children receive the necessary skills to pass the government exams. RESCUE II should encourage this creative curriculum development and should document any lessons learned for future use.

A much less clearly defined initiative has been individual organizations' efforts at microenterprise development. The Street Band of MMK is a well-known success story, but its accomplishment have not been duplicated. The team did not delve into the microenterprise aspects of the program. Nonetheless, it noted that these types of programs generally were ancillary and not developed from a serious income-generation perspective. The team saw various saleable items and heard about other job placement ventures, but no data existed that showed progress in this area. Interventions to enhance children's opportunities to earn an income must be accorded a top priority, but microenterprise activities require considerable financial and technical assistance. Programs that aim to provide credit to parents or children must couple the loans with entrepreneurial and business skills and should primarily target individuals with prior small business experience. Furthermore, vocational training, whether formal or informal, should be based on market surveys or development and should be bridged with job placement assistance and the provision of tools or space to these trained artisans.

One of the designated outputs under this objective was the development of a model for alternative street business for the children. While the team saw many organizations grappling with how to develop income-generating activities, (some successfully) it appeared that no set program was being promulgated under the RESCUE umbrella. Documenting the lessons learned by the various approaches would be a good way to begin the design of an alternative model.

RESCUE II Program, Indonesia

The team would like to comment on the "street children's university" in Yogyakarta. The concept has very interesting possibilities. However, the institution that the team saw raised some concerns. Specifically, taking kids from the environment they know to one with which they are totally unfamiliar places a much higher level of responsibility on the NGO. Moreover, it requires that school staff be ready and available to address the behavioral problems provoked by the cultural and psychological adjustments. Although unquestionably dedicated, the staff did not appear able to address these special needs nor did the physical environment appear warm and comfortable. Classes were not in session during the team's visit, but the team spoke with a few students who were appreciative of the opportunities that the school provided. Consequently, the team suggests that this institution be closely monitored.

INSTITUTIONAL DEVELOPMENT

Objective II: Strengthen the organizational capacity of organizations carrying out programs to assist street children.

RESCUE II's success appears to lie partially in its encouragement of and support to local organizations with a long-term commitment to the country. Through the utilization of indigenous, localized NGOs, programs have been tailored to the communities in which they operate. Activities are not only appropriate to local needs; in many instances, they complement local efforts. All organizations assisted under RESCUE II predated the projects, and most were implementing programs addressing street children issues. But these programs were very limited in scope and breadth. Realizing the importance of strengthening these indigenous organizations, RESCUE II added an institutional capacity-building objective to its project goal. Specifically, technical assistance and training were provided to increase capacity for organizational planning, organizational and financial management, and long-term sustainability.

Institutional development assistance began with the development of the project proposal. Before RESCUE, most organizations raised funds and promoted their activities through friends, word of mouth, or personal relationships. Some organizations believed the RESCUE project proposal approach was a positive process and would help them to establish funding relationships with future donors. Others believed the process was more an exercise from which they learned little; these organizations believed that adequate technical assistance in how to develop a proposal, write, and market it was not provided.

All organizations noted and appreciated the technical assistance and training in financial management that RESCUE provided. The success of these trainings is readily evident in the organizations' appropriate application and transfer of these skills to their targeted children's activities. For those organizations that had been funded primarily through personal relationships, structured financial management systems were difficult to implement. One organization's inability to obtain three bids for the purchase of a movie camera led to a three-month suspension of funds; the management of the organization was frustrated and did not understand the necessity of the process. It is important that organizations be helped along in the formal processes especially when attempting to transition to large donor requirements.

The RESCUE I mid-term evaluation noted a need to focus more specifically on program planning, monitoring and fundraising skills. To address these weaknesses, RESCUE II provided training in impact/results indicator development and monitoring and sustainability. A plethora of helpful information was developed through the three-part results monitoring seminar/training. Although at a macro level these monitoring indicators were never put into practice, several organizations have initiated basic spreadsheets to track literacy performance, health and hygiene

practices, and savings schemes.

The team found that a fairly clear and well-organized system exists for regular monitoring of field activities. Monitoring is done primarily through short field reports as well as regular staff meetings. However, to enhance programming as well as attract outside funding, further monitoring and evaluation training and technical assistance needs to be provided. Furthermore, while most organizations have clear and concrete objectives to guide them over the short term, longer-term strategic is a weakness. Provision of these skills should build on current practices and should be relevant to the level of the local organizations. For example, it is not necessarily beneficial to conduct a USAID-type impact indicator seminar when the organizations need more basic monitoring skills. That said, at the RESCUE project level, impact indicators should be adopted and implemented.

Sustainability has been addressed at only a preliminary foundation level. Information was shared during a two-day training seminar, but there has been no follow up to date, and organizations lack the confidence and skill to follow through on their own. All of the organizations expressed concern about the viability of their programs especially their financial viability. Further training and technical assistance in fundraising and "sustainability" should be provided during the next six months of the program.

Based primarily on the dedication and commitment of their dynamic leaders, most if not all of the organizations will continue implementing programs after RESCUE's involvement ends. Furthermore, most organizations were both founded and continue to be run by charismatic leaders. For cultural and organizational reasons, the leaders tend to be the glue holding the organizations together and driving them forward. While remaining small and close knit facilitates programming in some respects, such organizations will have difficulty attracting donor attention. Those organizations that wish to move to another stage of development would clearly benefit from additional organizational assistance.

NETWORKING/ADVOCACY

Objective VI. Increase the awareness of the public regarding street children as victims of exploitation and poverty.

Networking and advocacy tie in closely with affecting public policy. If the momentum to change the lives of street children is building in Indonesia, it is based on the groundswell of public opinion in both the national and international arenas. RESCUE has raised awareness of the plight of street children among the general public. From newspaper articles to radio interviews, the human face of street kids has been highlighted. In brochures and in publications that describe the lives of these children, there has been an attempt to get beyond the generalizations and let the voice of individual children be heard. The study of street children has led to a better understanding of their circumstances, and the project has tried to disseminate this information widely.

The broad awareness has resulted in an impressive list of donors. From General Electric to the Indonesian chapter of the Cub Scouts, a diversity of groups have provided support to the project. There has also been a positive link with the education system. For example, primary schools plan field visits to meet street children, and schools of social work provide interns to be trained as street educators. A network of volunteers from other donor countries, including Canada and the Netherlands, contribute to the NGO's institutional development.

The NGOs have their own networks in place. At the local level, most have strong connections to their communities. For instance, the library kiosk sponsored by Dian Mitra is staffed by a teen from the foundation and makes books available to everyone in the community. This local networking helps strengthen the organization. Other NGOs are involved in networks that they created themselves based on similar philosophies.

Given the diversity and varied skills of the NGOs, it is to RESCUE's credit that it was able to create a network. This increased opportunities to share ideas and to advocate at a local and regional level. In particular, the literacy modules may be an area around which groups can form.

As an advocate for children, RESCUE operates on several levels. On the local level, the street educator is often recognized by the children as the person to whom they can turn when there is trouble. This front-line advocate is the most important link between the children and the NGO. As advocates at the NGO level, these groups are a voice not only for children but for the rights and protections to which they are entitled. RESCUE advocates for these children's rights in addition to speaking on behalf of NGOs and their proper role as supporters of children. Whether NGOs will be allowed to assume a leadership role once the RESCUE II project is closed remains to be seen.

POLICY

Objective V. Increase the awareness of policy makers regarding the situation of street children

On a policy level, more attention is being paid to the issue of street children. On several fronts, events are taking place that signal a change. On December 19, 1996, Indonesia passed its first Juvenile Justice Law. It created an alternate court system so that children accused of crimes will not be tried as adults. Civil issues, such as adoption and guardianship of neglected children, was not included in this legislation. One newspaper article noted that American laws regarding juveniles were used as a reference point for the new law. Whether this is a positive sign is open to interpretation.

RESCUE's role is hard to pinpoint at the policy level, but it has had an influence. The first national conference on street children can be considered a success. The government has issued short- and long-term plans marking its official recognition of the problems that street children experience. More important, the government has engaged in discussions and seen the many options for working with this target group as a result of the light that RESCUE focused on the issue.

NGOs cited RESCUE's presence as being important in allowing them to pursue activities that otherwise would not have taken place. In addition, RESCUE was able to unite diverse organizations in a more coordinated approach to confronting the complex problems of street children and adolescents.

The NGOs have also made advances in this area, if not at the national level then within their spheres of influence. Just getting local authorities' permission to have an alternate class in a neighborhood can be seen as an advance in policy and in increasing awareness of the issue.

Bahtera in Bandung is as an example of how NGOs are both accommodating the GOI's education guidelines (packet A and packet B) and using a curriculum that appeals to street children.

SCALING UP/SCALING DOWN

Although no RESCUE II objective addresses scaling up, this was an integral part of the program. Specifically, scaling-up activities included (1) pairing literacy skill training with job training (2) developing a working partnership with the GOI, and (3) increasing participation of local NGOs (i.e., increasing the number of organizations from four to eight as well as expanding activities outside the metropolitan Jakarta area).

PACT, as the implementing organization, was in a good position to move into RESCUE II. Through RESCUE I, PACT had gathered substantial data on need, the area, and the key players. Before beginning Phase II (RESCUE II), further assessments were done of organizations implementing street children programs outside Jakarta. From this assessment, four organizations were chosen in the cities of Bandung, Yogyakarta, Malang, and Sarabaya. While the organizations were chosen fairly quickly, their project implementation moved at different speeds. For those that began slowly, there will not be time to complete all planned and budgeted activities before the RESCUE II completion date in June 1997. There appears to have been an assumption that the project would be allowed to continue (on a no-cost basis), beyond the June close out date. One project did not begin until October 1996, permitting only an eight-month project period. The slow start-up was due to a variety of reasons, none attributable to a specific party. However, the team questions the decision to begin sub-grant assistance with such a limited time frame.

Scaling up, or expanding, has increased the number of organizations receiving assistance under the RESCUE rubric and hence the number of children being targeted. While informal networks among NGOs have formed under this circle, an equally important network has formed among the children themselves. This has facilitated continued opportunities for assistance and training as the children move from one city to another.

While organizations have been brought together through trainings, a separate RESCUE identity never formed. Instead, organizations, especially those outside Jakarta, have relied on networks developed and cultivated within their own geographical area. This weak identity appears to have led to an equally weak organizational/programmatic policy platform from which to dialogue with the GOI and/or international organizations (for example, UNICEF). In fact, two members of UNICEF's CEDC staff were not aware of any RESCUE activities beyond the work of one NGO in Bandung.

That said, at least one new GOI initiative appears to be the direct result of knowledge obtained through the RESCUE program. In June 1997, in cooperation with the United Nations Development Programme (UNDP), the GOI will begin a pilot program of open houses for street

RESCUE II Program, Indonesia

children and youth in seven cities. The houses will use a referral system to provide opportunities for these children to attend primary and secondary school, government training institutions, and health services. The program will work with local NGO in these efforts, but no organizations have been chosen or notified. There is some concern among NGOs that this effort will become just another institutionalized approach.

The team has learned that USAID/Indonesia will not extend the RESCUE program beyond its June 1997 grant termination date. There is therefore much to be done in the next six months. The close out should focus on two areas: documenting results, lessons learned, and recommendations at a project implementation level (RESCUE as well as NGO); and facilitating NGOs' transition away from RESCUE, including addressing sustainability issues. PACT has begun to look at these issues and to design an appropriate plan for close out. The team believes that this program should include, but not be limited to, the following:

- Documenting the functional literacy program, lessons learned, and recommendations. Documentation should include finalizing educational and IEC materials as well as identifying a repository for these materials.
- Continuing public advocacy and awareness, including a debriefing with UNICEF, UNDP and other appropriate organizations on the lessons learned and recommendations of the project.
- Facilitating at least one more workshop on sustainability in which the NGOs assist in setting the agenda. It is hoped that the workshop will be facilitated in a way that will result in concrete outcomes. For example, each NGO could put together a long-term strategic plan, prepare at least one proposal for donor funding, etc.
- Ensuring that each NGO documents its work under RESCUE for inclusion in the final project report and actively participates in any larger debriefings.

The team does not believe that any new activities should be undertaken in this final six months. (PACT has proposed additional research on identifying the growing issue of street children urbanization.) The focus should be on bringing the project to a close, documenting program strengths and weaknesses, and working closely with all RESCUE NGOs to ensure a smooth, orderly, and painless transition.

APPENDIX ONE

SCOPE OF WORK
ASSESSMENT OF THE
STREET CHILDREN ACTIVITIES IN INDONESIA

December 1996

A. Context

It is estimated that there are approximately 50,000 street children in the major cities of Indonesia (SJohnson, Melbourne University). In Jakarta alone there are between 8,000 - 10,000 street children. In smaller cities, such as Yogyakarta, Bandung, Cirebon and Medan it is estimated that there are between 2,000 - 3,000 street (estimated by PACTJI). They come from rural areas seeking employment and gravitate toward the poorest sections of the city. They are victims of poverty and rapid development and have become by-products of a system which is not adequately prepared to offer support and services to these children. They come to escape poor rural conditions, and often end up living in areas of even greater poverty, degradation and hopelessness. Because the social safety net which exists in rural villages is not available in the major cities, these children are often exploited and neglected.

Street children often feel hopeless because they lack many opportunities that most children take for granted, (such as access to schooling, health services, community services, etc). Because of living conditions and lack of education, these children are among the most difficult to assist. Even if identified and targetted for assistance, it is difficult to provide appropriate education, employment opportunities, food and shelter. The residents of Indonesians large cities, their conditions are often overlooked, oversimplified and disregarded by policy makers, political leaders, and the general public.

Purpose

To review the Project close out plans (PACD June 1997).

Project Background

The Reaching Street Children in Urban Environment (RESCUE I) project was a two year program which started in 1992. Private Agencies Collaborating Together (PACT), a U.S. PVO, received a grant of US\$183,000 from USAID/I to implement this project. PACT has been working in Indonesia since 1989 to strengthen the role of non-governmental organizations (NGOs) as active participants in Indonesian civil society to enhance the voice of disenfranchised groups, build public interest advocacy groups, and influence the adoption of reasoned and balanced development policies.

PACT/I was the prime NGO for implementing the RESCUE I project.

In implementing the RESCUE I project, PACT/I worked in coordination with its indigenous NGO partner, Yayasan Kesejahteraan Anak Indonesia (YKAI-Indonesian Child Welfare Foundation). YKAI, based in Jakarta, is the largest child welfare organization in Indonesia. It has initiated a unique program of targeting services for street children. YKAI focussed its attention on child welfare issues such as, education, and health. Prior to its participation in the RESCUE I project, YKAI published several studies which focused on the problems of the street children. In 1991, YKAI, co-sponsored a national seminar on street children with Childhope and the Indonesian national social welfare board (DNIKS).

The RESCUE I project aimed to improve the welfare of street children in Jakarta through: education, health, economic skills training, and increasing public awareness of children's rights. RESCUE I was evaluated in 1994 and was deemed successful enough to receive additional funding of US \$100,000 from USAID/I. At the end of the RESCUE I project, the GOI had become aware of the problems facing the street children. In fact, the State Secretariat has encouraged PACT to directly involve local NGOs in implementing the RESCUE II project.

In June 1995, the RESCUE I project received a two-year extension and became the RESCUE II project, with additional funding of US\$550,000.

This evaluation will analyze the program success of the RESCUE II project. The follow-on project aimed to "scale-up" activities in order to reach a far greater number from 750 to 1,500 street children in Yogyakarta, Bandung, Surabaya and Jakarta, ensured the critical program continued (e.g., literacy, economic skills training, and public awareness).

The RESCUE II "scaled-up" specific activities including: 1) pairing literacy skill training with job training; and 2) developing a working partnership with the Government of Indonesia. An additional component of the RESCUE II project was increased participation of the local NGOs. The number of NGOs included in implementing the project increased from five (namely YKAI plus four subgrantees) to 8 NGOs (all reporting directly to PACT).

The goal of the RESCUE II project was to improve the welfare of street children in greater Jakarta, Bandung, Yogyakarta, and the Surabaya area (note RESCUE I only concentrated on the Metropolis of Jakarta). In order to achieve this goal, the following objectives and outputs were identified:

- I. Objective: Develop and extend to others, creative models of reaching, assisting, and rehabilitating street children.

- outputs:
1. Assist 1,500 street children through 5-10 projects.
 2. Expand methods for applying street-based literacy activities within integrated street children's programs.
 3. Development of a model for alternative street business for the children.
 4. Expansion of RESCUE I program models outside of Jakarta.

II. Objective: Strengthen the institutional capacity of organizations carrying out programs to assist street children.

- Outputs:
1. Technical assistant and training provided to between five to ten organizations, in project planning, organizational management, financial management and long term sustainability programs.
 2. Five to ten organizations develop approaches that allow for greater organizational sustainability.
 3. Explore the feasibility of formalizing the current network of street educators (SE), assistants and volunteers into a networking and advocacy body. And support the ongoing existing street educators networking activities.
 4. Street educators (SE) upgrade their skills and commitment to the work/assignment.

III. Objective: Support and strengthen a network of NGOs that works with street children in sharing effective models, training others in program methodologies, and sensitizing those who come in daily contact with street children.

output: An informal NGO network.

IV. Objective: Strengthen NGO and government efforts to work collaboratively in the provision of comprehensive services to street children.

Output: Systematic referral mechanisms and information sharing amongst the government and non-government organizations.

V. objective: Increase awareness of the policy makers (government) regarding the situation of street children.

Output: official recognition and acknowledgement of the street children's existence, and be given special assistance (e.g., skills training housing).

VI. Objective: Increase awareness of the public, regarding street children being the victims of exploitation and poverty.

Outputs: 1. Development of RESCUE II Media/Communication Plan (e.g., bulletin, magazines).
2. Production of journals, studies, literature, public broadcasting (radio and television), newspaper articles, etc.

B. The Evaluation Framework for Activities:

1) The evaluation team will determine if PACT/I obtained the project outputs outlined above. Since several outputs are amorphous and difficult to define, it is suggested that the team follow the following itinerary:

January 6: 9-11 am Entrance briefing with USAIDJI & PACTII; 11-12 Meeting with USAID/I

pm Meet with PACT/I and conduct field visits in Jakarta-based sites and other targetted project sites per the following tentative incountry itinerary: January 5, 1997 arrive in Jakarta.

January 7: Visit the Jakarta based project sites

January 8: Travel and visit Bandung based project sites

January 9: am - Bandung
pm - Return to Jakarta

January 10: Travel and visit Yogyakarta project site
January 11: Interview NGO in Yogyakarta
January 12: Travel to Surabaya
January 13: Visit Surabaya area project sites
January 14: am - Return to Jakarta
pm - Short debriefing of findings w/USAID/I
and PACT/I
January 15-16: Write Report
January 17: am - Debriefing with USAID/I & PACT/I at USAID
January 18/19: Depart Jakarta

2) In addition to visiting project sites, the evaluation team shall meet with the appropriate agencies involved (USAID/I, PACT/I, NGOs, GOI).

3) The evaluation team shall assess the progress, impact and lessons learned from the project (RESCUE II mid-term).

4) The evaluation team shall assess the effect of the "scalingup" activities of the RESCUE II project for the Jakarta based activities.

5) The evaluation team shall recommend any mid-course corrections which might be considered appropriate (RESCUE II).


6) The evaluation team shall assess the integration of gender concerns in the project.

7) The evaluation team shall determine the project close out activities (PACD June 1997).

8) The evaluation team shall determine measurability standards of performance to determine how effectively PACT has delivered technical assistance services and better define the performance objectives results. See attachment A for definition of words in terms of measurable standards of performance.

C. Deliverables:

1. By the end of the field visits to Bandung, Yogyakarta and Surabaya, the evaluators will provide a short debriefing on findings to USAIDJI and PACT/I, prior to compiling the final draft. A short debriefing will be held at the USAID office on the afternoon of January 14, 1997.



2. Five copies of the final draft report shall be submitted to Program Office/USAID/I, for review and comments by the USAID/I, PACT/I and selected NGOs, at the end of their assignment in Indonesia by January 17, 1997. The comments and feedback will be sent to the evaluators in the U.S. by January 27, 1997.

3. The finalization of the report by the evaluators, incorporating comments and feedback from USAID/I, PACT/I, and selected NGOs, plus any appendices and other attachments can be completed in the U.S., and submitted along with an electronic file in WP5.1 to Program Office/USAID/I by February 7, 1997.

4. The Final Report shall contain the following:

a. Executive Summary (limited to two pages) to include: findings, conclusions, lessons learned and recommendations.

b. Table of Contents.

c. Body of Report which will include: background and purpose of the evaluation; economic, political, social context of the project; team composition and evaluation methods, findings & conclusions (which must include responses to issues raised in para B above), lessons learned and recommendations; list of individuals interviewed and consulted; agencies contacted; methodological analysis and technical issues.

D. Composition of the Team:

The evaluation team will consist of two Americans assigned by G/PHN/HN, USAID/Washington. No PACT/I employee will accompany evaluators team during site visits.

The evaluation team will receive technical direction from Novalina J. Kusdarman, Program Office/USAID/I, and work closely with Patricia Chaplin and Maria Rendon of USAID/I. All reports and communication related to this evaluation shall be directed to Ms. Kusdarman in the Program Office/USAID/I.

E. The Period of Assignment:

The in-country work shall commence on January 5, 1997 and end by January 18, 1997, excluding travel to and from Indonesia. The final report shall be completed by February 7, 1997.

F. Cost and Payment:

All of the costs of the evaluation activities, including travel and per diem in Indonesia, will be borne by GIPHN/HN, USAID/Washington.

25

PACT/I will be responsible for the costs of: (1) translators to accompany the evaluators on the project sites visits; (2) photocopying of source materials; and (3) all of the necessary materials and supplies needed by the evaluators during their assignment in Indonesia.

Attachments:

1. Mid-term evaluation report of RESCUE I
2. Final evaluation report of RESCUE I
3. Grant Agreement of RESCUE II
4. semi-annual reports of RESCUE II

Clearances:

PPS:ACurtin: in draft: date: 11/6/96
SO5:MRendon: in draft: date: 11/14/96
PRO:PChaplin: in draft: date: 11/27/96
CM:SCromer: in draft: date: 11/5/96

Drafted:NJK:cs:10/10/96;10/18;10/22;10/31;11/01;11/05;11/08;11/12;
11/14;11/25;11/27

F:\novy\sow.doc

Attachment A
DEFINITION AND CLARIFICATION OF THE OBJECTIVES FOR
THE RESCUE PROJECT.

Objective #1: Develop and extend to others, creative models of reaching and assisting street children.

A 'Model' is an intervention which has been proven to be effective with a given target group, and then documented. This intervention may take the form of:

- a methodology for interpersonal interaction, such as a group discussion which enables the street children to identify their problems and goals.
- a basic education workbook and teaching manual
- a workplan for income generation and financial management
- a curriculum in skills training
- a methodology for skills training, such as one-on-one apprenticeship

A standard process is used to 'develop' these models. A need assessment is conducted with a group of children to be targeted. Then existing models - such as the Government's informal education packets A and B; educational materials for HIV/AIDS prevention; or a group discussion format - are revised according to the needs, interests and skill/education levels of the children. These models are then pilot-tested with a given target group of street children to ensure their efficacy and appropriateness. Efficacy and appropriateness is determined by surveying the children's responses to the models, and by measuring whether they are understood by the children.

The models are then implemented and their impact is measured according to the indicators developed for the project.

RESCUE project staff then 'extend' these models to other government and non-government organizations involved with street children. First the models are documented and reproduced. Then RESCUE staff take them to relevant partners, share the materials with them, and then help them to incorporate the models into

their ongoing programs. This process always involves conducting a training with partners on how to effectively implement the models and measure their impact.

Street children are a marginalized population, and many of them have suffered at the hands of adults. Once on the streets, they experience an on-going cycle of trauma, which often includes physical and psychological abuse, and often leads to substance abuse. Needless to say, this population has trouble developing lasting relationships and trusting adults, especially authority figures. They are also a very transient and mobile population, and will run away if they feel threatened. These are the characteristics of a 'hard-to-reach' target population. The first step in implementing effective interventions with such populations therefore involves 'reaching' them. A relationship of trust must be established with the children before intervention models can be implemented among them. This is a standard process of outreach, which entails learning of the street children's life experiences and needs, and spending time with them. This develops a level of trust between the fieldworker and the street children, so that they are then receptive to interventions.

These models are 'creative' because they have to work with the life situations of the street children. Many of these children come and go, and will not participate in a structured learning situation. Also, many of them have to work, and so cannot participate in activities which conflict with their work schedules. Because of the trauma and substance abuse that they experience, many of the street children have very short attention spans as well, and so educational interventions have to be interspersed with frequent play and break times. In order to work with rather than against the special needs of these children, RESCUE staff have developed 'creative' approaches, which are flexible and dynamic.

'Assisting' street children means implementing appropriate interventions among them. These interventions must at once address their psycho-social needs and circumstances, while delivering educational and skills training curricula that they can actively participate in. A special emphasis of the RESCUE project is to build the street children's self-sufficiency and self-reliance by helping them to help themselves, rather than by imposing prescribed solutions to their life problems and needs.

Output # 3: Development of a model for alternative street business for street children.

Model development - see above, objective #1.

A 'business' model is an intervention which helps children to more effectively generate income, and to save and invest that income. Many of the street children are already earning income in return for services provided. Many of them engage in work which involves selling products which they either make or receive from distributors. The RESCUE project has developed an intervention model which teaches the children:

- techniques for selling their products
- techniques for marketing their products
- techniques for analyzing potential markets/buyers for their products
- how to develop a business plan
- how to open a savings account at a bank
- how to make and follow through on a financial management plan, which includes allotting money to spend, to save, and to reinvest in the business.
- how to record debits and credits to their 'business'.

Where the street children still have associations with their families, and the families have small-scale businesses, RESCUE staff also implement this intervention with the families of street children.

The children's income generating activities are called 'alternative street businesses' because they are often conducted on the street, and in the informal sector. At least initially, street children do not have the resources, contacts or the stability to conduct their business in a fixed location, within routine business hours. By making 'alternative street business' models, RESCUE staff can introduce the basic concepts and skills which will help them to build a business which is feasible for the street children to run, and may ultimately become more established.

Output #4: Expand RESCUE program models outside of Jakarta

As above, 'expand' means to successfully incorporate models which have proven to be successful into the street children programs offered by other government and non-government organizations in other cities in Indonesia. This includes providing the organization with the materials/curricula needed to implement the model, and training staff to effectively use them. Through this process, organizational capacity is built and more street children are reached.

Objective # 2: Strengthen the institutional capacity of organizations carrying out programs to assist street children.

'Strengthening institutional capacity' involved the following steps:

- conducting an assessment of the financial management and technical assistance/training needs of a targetted organization. Pact has tools for measuring the strengths and weaknesses of an organization according to seven parameters.
- conducting trainings for NGO staff, as needed, in financial and personnel management. Pact has several training modules in these areas which have been proven effective.
- identifying technical experts - either locally or internationally - which may provide needed assistance in developing and implementing interventions in a specific program area.
- arranging for those resource people to work with NGO staff to teach them needed skills and techniques in implementing program activities and interventions.
- finally, RESCUE staff work with NGO staff to develop and follow through on a financial sustainability plan, which

may include fundraising from donors and also cost recovery for services.

Objective # 3: Support and strengthen a network of NGOs that work with street children to share effective models, train other in those program methodologies, and sensitize those who come in daily contact with street children.

To 'support and strengthen a network of NGOs' involves:

- providing venues for NGOs to meet so that they may jointly review data and information on the target population, share lessons learned in implementing interventions and identify advocacy issues.
- providing support for documentation of data/information, lessons learned and advocacy agendas.
- informing participating NGOs of each others' activities, so that they can actively refer street children to other NGOs for needed services.
- providing venues for NGOs and government representatives to develop a national plan of action for delivering services to street children.
- teaching NGO representatives how to jointly advocate for provision of services to street children, by documenting trends, identifying gaps in service delivery and suggesting policy and program options to appropriate government representatives.

The end result of activities which support this objective is to put in place a comprehensive and coordinated policy agenda and service delivery structure for street children which goes beyond the issues of concern and program activities of any given NGO.

Objective #4 : Strengthen NGO and government efforts to work collaboratively in the provision of comprehensive services to street children.

When NGOs and governments 'work collaboratively', they meet together to review data/information, jointly choose effective policy and program options, in order to develop an officially-sanctioned plan of action for street children which appropriately serves the needs of street children and incorporates the effective programs of both government and non-government organizations.

Objective #5 : Increase awareness on the part of government policy maker regarding the situation of street children.

'Increased awareness' among government policy makers is achieved through the implementation of interpersonal communication, information and education dissemination, research and advocacy interventions among them. Standard impact indicators - such as # of policy-makers who know the approximate size of the street children population in Jakarta - are used to measure the awareness of policy-makers that this group exists. RESCUE has baseline data on level of awareness of policy-makers, so that any increases in awareness as measured by these indicators can be recorded. Survey methodologies are used to gather data on these indicators.

Objective #6 : Increase awareness among the general population regarding street children as victims of exploitation and poverty

The term 'increased awareness' is used here as in Objective #5, but with a different target population. Therefore, additional activities - such as art exhibits - are implemented here, which are more appropriate to this target population. Impact in achieving results in this objective is measured in the same way as in Objective #5.

APPENDIX TWO

Itinerary and Contacts - January 6 - 16, 1997
for Rob Horvath and Cathy Savino, DOCF evaluators

Date	Activity	Participants
Jan 6, 1997- Monday	Meet with USAID/Jakarta	USAID - Novalina Kusdarman, program specialist Catherine Simatupang- Program Asst. Pat Chaplin, Head of Ed and Participant Training Unit PACT - Anne Scott- Country Director Rama Chandra, PACT Project Director Sara Whitmore, Consultant Street Literacy
	Meet with Mission Director	Vivikka Moldrem- Mission Director Tim Riedler - Acting Deputy
	Meet with Yayasan Mitra Masyarakat Kota at Rumah Balajar	Sara Whitmore-Manager and Education Advisor Jeff Anwar - Youth Business Development and 23 other staff and learning center participants
	Visit project sites	
Jan 7, 1997- Tuesday	Meet with Yayasan PPS Widuri at Ciledik Market	Ms Tilly Hiariej - Project Leader, and 2 toher field educators and 5 children
	Meet with Unicef	Khin-Sandi Lwin- Senior Programme Officer Daradjat Natanagara- Programme Coordinator
	Meet with Yayasan Dian Mitra	Mr. Indhardjo - Director Ms. Aulia Ertina - Coordinator Mr. Achmad Chumeda - GOI, Dept. of Education
Jan 8, 1997- Wednesday	travel to Bandung	
	Meet with Yayasan Bahtera and 2 project sites	Mr. A. Hadi Utomo - Director and 15 street educators

Jan 9, 1997- Thursday	Cibarengkok in Bandung Travel to Yogyakarta	site visit
Jan 10, 1997-Friday	Meet with Yayasan YLPS Humana Visit Street Kids University in am Meet with staff in pm	Didid Adidananta - Project Leader Mise Belo- interpreter Jati Kusbardoro - School Director Witri - school coordinator plus 9 other staff
Jan 11, 1997-Saturday	off	
Jan 12, 1997- Sunday	travel to Surabaya	
Jan 13, 1997- Monday	travel to Malang meet with Yayasan Anak Alam (Nakal) Malang	Supartono - Directork
Jan 14, 1997- Tuesday	meet with PKBI Jatim	Ms. Lily Soekoho Widodo Adi Cahyono - Executive Drector PKBI Terry Rutarto - Coordinator August Dwi Setya - Street Educator Anang Adi Norgioho - Street Educator
Jan 15, 1997 Wednesday	meet with PACT	Anne Scott- Country Director Rama Chandra, PACT Project Director Gustaff Lumiu - Accountant
Jan 16, 1997- Thursday	debrief USAID Mission and PACT	14 attendees

APPENDIX THREE

Documents Reviewed

Briefing Presentation and Materials - Provided by Pact - January 1997

Indonesia and UNICEF Learning and Growing in Partnership for Children,
November 1996

Introduction to RESCUE Indonesia - overview and individual NGO subgrant
descriptions - Provided by Pact - January 1997

Midterm Evaluation of the RESCUE Project by Claudia Williams, March 94

MMK Learning House Brochures: MMK Learning House, MMK Street Band, The
family of Girli, Realizing Reproductive Health for Families in Indonesia, IPPA.

RESCUE (I) External Final Evaluation, by Irwanto, Syarif Darmoyo, Herry
Pramono, Dhevy Setya Wibawa

Street Literacy: Living and Learning on the Street by Sarah Whitmore May 1995

The Situation Analysis of Children and Women in Indonesia 1995

State of the World Conflict Report, Indonesia. Carter Center, 1995.

USAID documents- original grant and seven modifications

- Quarterly report 1993 (3)

- Quarterly reports 1994 (4)

- Semi annual reports 95-96

 - Oct 95- March 96

 - April - September 1996